

Status Report on Women 2009 at The Ohio State University



Prepared by

The President's Council on Women
and The Women's Place

The Ohio State University

October 2009

Message from the Chair

I first want to acknowledge that, as promised, President Gee and Provost Alutto have built a more diverse Ohio State leadership. We have experienced progress and we now have extraordinary women leaders as vice presidents, deans, and in other high-level offices at the university.



Cathy Bindewald

After a nearly yearlong vetting process, The Women's Place (TWP) was created in 2000 by then Provost Ed Ray as a unit within the Office of Academic Affairs to focus on women faculty and staff. Provost Ray recognized that, "In a decentralized organization that intended to make diversity everyone's issue, the reality is it became no one's issue. To move forward effectively on women's issues, Ohio State needs a new mechanism." The Women's Place was to be that new mechanism. TWP was charged with "ensuring that both existing and emerging issues are identified, discussed, and systematically addressed." The President's Council on Women (PCW) was created to serve as the advisory body to The Women's Place.

TWP and PCW are nearing the end of their first decade of existence. During this decade the two have worked closely on numerous projects and initiatives. In this report, we provide a data update that indeed shows progress for women faculty and staff at The Ohio State University. In addition, we outline the initiatives that have taken place that likely would not have without the mechanism provided by TWP and PCW. Indeed, TWP and PCW have served in the role originally envisioned by Provost Ray—a catalyst for change.

The year 2009 was for the PCW and TWP a year of building, planning, and preparation for the future. President Gee has challenged each of us to reinvigorate our campus culture and to embrace a rate of change that is beyond incremental. The PCW and TWP have responded to this thrilling challenge by being positive forces of change. An exciting course has been charted for The Women's Place through the adoption of a new strategic plan. This plan resulted in a focused path for the next three years, a path that aligns with the strategic vision of The Ohio State University. The plan is included on the back cover of this report.

I have been privileged to serve as chair of the President's Council on Women this past year and to work alongside Deb Ballam, associate provost and director of The Women's Place. Deb announced earlier this year that, after five years of leading The Women's Place, she is ready to return to her students and the classroom. The Ohio State community owes a great amount of gratitude to Deb for her leadership and hard work to transform our culture to one that values diversity and recognizes that the advancement of women leads us to the goal of becoming one of the world's great universities. Thank you, Deb—you have made an enduring contribution to women's progress at Ohio State.

In closing, at the request of President Gee, to provide continuity at the time of leadership transition at the Women's Place, I will serve a second term as chair of the President's Council on Women. I look forward to working with President Gee, my fellow council members, and the new director of The Women's Place to achieve the goals of the Strategic Plan and to work towards the realization of Ohio State's exciting vision.

Cathy Bindewald
Chair, President's Council on Women

Status of Women at The Ohio State University

Autumn 1999 to Autumn 2008*

	1999	2008	% Change
Board of Trustees	4/11 (36%)	3/17 (18%)	-18%
Vice presidents	2/10 (20%)	2/13 (15%)	-5%
Senior administrators (Assistant VP's and above)	10/40 (25%)	26/58 (49%)	+24%
Non-faculty executive staff	342/687 (50%)	809/1330 (61%)	+11%
Other professional staff	4304/6662 (65%)	7115/10644 (67%)	+2%
Deans	5/24 (21%)	6/22 (27%)	+6%
TIU heads	16/96 (17%)	22/99 (22%)	+5%
Eminent scholars**	1/12 (8%)	2/21 (10%)	+2%
Endowed chairs**	7/68 (10%)	13/99 (13%)	+3%
Named professors**	8/55 (15%)	14/75 (19%)	+4%
Faculty*	848/3132 (27%)	1182/3644 (32.5%)	+5.5%
Full professors	149 /1139 (13%)	254/1268 (20%)	+7%
Assoc. professors	328/1087 (30%)	411/1147 (36%)	+6%
Assist. professors	370/905 (41%)	517/1228 (42%)	+1%

* Data compares total number of women to total number in category.

** Data is from 2001; not available for 1999.

In most categories, women have made steady progress with the most dramatic improvements coming at the senior administrator level (24% increase in numbers of women) and the non-faculty executive staff level (11% increase). Among academic leaders, there are now more women deans, TIU heads, eminent scholars, endowed chairs, and named professors.

The numbers of full professors increased by two-thirds, up from 13% of all full professors to 20%. Associate professors increased by one-fourth, up from 30% of all associate professors to 36%. The actual numbers of assistant professors increased substantially from 370 to 517, although the percent of all professors at that rank held steady.

However, at the most senior leadership level, the Board of Trustees, women's representation has declined by 18%. Although the data as of autumn 2008 reflects a 5% decline at the vice presidential level, since that time an additional woman vice president has been named.

Women have progressed during this decade. It is our hope that with the passage of another decade the percent of women on the board will reach parity with men and that the percentage of women at the highest leadership levels—vice presidents and deans—will reflect the percentage of women faculty and staff at the university.

While we have much to celebrate when looking at progress for women as a whole, the progress for women of color faculty and staff has not been as steady.

Women of Color Faculty Profile (Assistant through Full)

	October 1999 (% of Total Faculty)	October 2008 (% of Total Faculty)	% Change
Black	46 (1.5%)	62 (1.7%)	+2%
Asian American	44 (1.4%)	108 (2.9%)	+1.5%
Hispanic	9 (.3%)	31 (.9%)	+6%
American Indian	3 (.1%)	2 (.05%)	-.5%
Total	102 (3.3%)	232 (5.55%)	+2.25%

Although the percentage of women as a whole among the faculty increased by 5.5% during the years 1999–2008, the percent of women of color increased at a lesser rate by 2.25%. The actual numbers of women of color increased in each group with the exception of American Indian faculty, which declined from three to two. We still have substantial work to do regarding recruiting and retaining women faculty of color.

Women of Color Senior Staff Positions Profile

	Race/Ethnicity	October 1999 Women of Color % of Total	October 2008 Women of Color % of Total	% Change
Vice presidents	Black	0	0	
	Asian Am.	0	0	
	Hispanic	0	0	
	Am. Indian	0	0	
Assoc. vice presidents	Black	0	0	
	Asian Am.	0	0	
	Hispanic	0	0	
	Am. Indian	0	0	
Assist. vice presidents	Black	0	1 (4%)	+4%
	Asian Am.	0	1 (4%)	+4%
	Hispanic	0	0	0
	Am. Indian	0	0	0
Exec., admin., and managerial	Black	(5.3%)	87 (4.8%)	-.5%
	Asian Am.	(4.7%)	158 (8.7%)	+4%
	Hispanic	(1.9%)	46 (2.5%)	+6%
	Am. Indian	3 (.2%)	4 (.2%)	0

The actual numbers of women of color in each of the staff categories have increased at all levels. However, the percentage increases have been negligible except for Asian American women, and the percent of Black women in the executive, administrative, and managerial levels actually decreased. The university continues to have very few American Indian women on the staff. With the exception of two assistant vice presidents, women of color are absent from the top leadership positions. We do note, however, that two Black women were appointed to vice president positions subsequent to October 2008.

Working to Change the Institutional Culture

The focus of TWP/PCW is on changing the institutional culture at the university to make it more compatible for women's success. This report provides a glimpse into some of the important culture change initiatives undertaken by PCW and TWP during the first decade of their existence. Space limitations do not permit an exhaustive listing. Additional activities can be found in past annual reports available at womensplace.osu.edu.

Faculty Cohort Project

This project followed women faculty hired in the year 2001 over the first four years of their faculty life at Ohio State. This was a major project for The Women's Place during its first years. TWP sponsored numerous events, both workshops and social events, for the women in the cohort group. TWP also sponsored a research report during the cohort's fourth year, which provided an invaluable framework for determining the future agenda of TWP.

Leadership Training/Professional Development

The research from the Faculty Cohort Project highlighted the important role played by leadership at all levels in creating the climate in which women faculty and staff operate. PCW and TWP have focused much effort on developing leadership training programs both to encourage more women to undertake leadership roles and to provide leaders with the training they need to create a hospitable and supportive culture for all. These programs involve a significant investment of time from the participants and provide extensive training. Hundreds of faculty and staff have participated in these programs. Their future impact on the culture of this university will be one of the lasting legacies of TWP/PCW.

President and Provost's Leadership Institute (PPLI)

TWP in partnership with the Office of Human Resources created the President & Provost's Leadership Institute (PPLI) with two goals: (1) to encourage more women to become department chairs and (2) to prepare chairs better so that they could create supportive environments for faculty. Approximately 24 faculty participate in each cohort. The fourth cohort will complete the program in June 2010. Each year several faculty of color and several men participate. The two-year program consists of 12 workshops and multiple informal discussions with university leaders.

Of the faculty from the first two cohorts, one has become a vice provost, three have become department chairs, five have become associate deans, and one has become a director. Thus, 10 of the 48 already have moved into significant leadership positions. We expect that a number of additional participants will move into leadership positions within the next few years.

The PPLI will be under review in 2009-10 to determine its next steps and relationship to other leadership initiatives on campus. We review the growing interest in leadership development across campus as a sign of the success of the program.

Staff Leadership Series

The Staff Leadership Series (SLS) has enrolled four cohorts totaling approximately 80 staff women. This yearlong program focuses on providing both skill building and leadership development activities for university staff members. Members participate in workshops, meet regularly for discussions and self-reflection, and learn from guest facilitators. The SLS also provides its members with the opportunity for informal group gatherings with senior staff women and for peer mentoring. Participants come from throughout the university and each cohort has included several women of color.

A number of those who have completed the program have been promoted into higher-level positions. Others have assumed significant leadership roles on university committees or in university organizations.

Bryn Mawr Summer Leadership Institute

Until TWP was created, no one from Ohio State had attended the Bryn Mawr HERS four-week academic leadership development program for years. Since TWP has been in existence, women have attended each year. TWP has sent 14 women to Bryn Mawr—six faculty women and eight staff women, including five who attended in 2009. Six (three faculty and three staff) have been women of color. Of the nine participants from the first three years (2004-2007), three have become associate deans, one an associate provost, and one the provost at a small college. Three have remained in their positions but have taken on additional responsibilities.

Skills for Managing Laboratories

This workshop series for women faculty, researchers, and graduate students in the sciences focused on leadership skills for managing laboratories. Approximately 40 women participated in this program.

Other Leadership Development Activities

Several development funds, including the Kathryn Schoen Fund, permit The Women's Place to support additional leadership development opportunities for women faculty and staff. TWP provides financial support for the professional and leadership development activities provided by the Association of Staff and Faculty Women. Finally, TWP also provides support, both financial and through participation, for women student leadership training classes that are offered by other units.

The Art of Hosting Meaningful Conversations

TWP has sought to be innovative in terms of the institutional/culture change mission. For years, university task forces and individuals have referred to the “chilly climate” and unfriendly culture. Other than ending blatant overt discrimination and hostile environments, no one really talked about what culture and climate mean.

Faculty and staff surveys provide some valuable guidance. A 2002 faculty survey indicated that women faculty listed faculty meetings as one of the most significant sources of stress in their work lives. No other survey questions developed this topic and thus we were left to speculate why this might be. However, anecdotal evidence and our own experiences suggested that it is simply how we as human beings interact and treat each other in our everyday work lives.

In 2008, the university conducted another faculty survey as well as a staff survey. The results of those surveys confirmed our suspicion that human interaction patterns in general are a source of stress and hence part of the culture/climate that needs to be changed.

The Art of Hosting Meaningful Conversations (AoH) offers a number of social technologies, including the World Café, that provide new ways of interacting, of having dialogue, and of being together as human beings that TWP viewed as promising for addressing the human interaction patterns at the university.

AoH has been described as “an emerging group of methodologies for facilitating conversations in groups of all sizes, supported by principles that help maximize collective intelligence, integrate and utilize diversity, and minimize/transform conflict. Processes facilitated in this way tend to result in collective clarity and wise action—sustainable, workable solutions to the most complex problems. The approach ensures that stakeholders buy into the process (because they participate in the design, the process is by definition transparent).” AoH methodologies and principles can be transformative for participants and consequently for the culture in which they exist.

TWP continues to be invested in the AoH at Ohio State with the following goals in mind:

“You gave us a format that brought out the best in people and really provoked an honest and constructive dialogue.”

*Matt Platz, Interim Dean,
Colleges of Biological, Mathematical
and Physical Sciences*

- To create a community of practitioners at Ohio State to build the capacity of the institution to practice new ways of interacting and accomplishing goals
- To diminish the core divisions that exist across the university and promote One University
- To create the conditions to support sustained efforts by staff, faculty, and students, to call conversations that will move us forward and together
- To root Ohio State as a part of the growing community of practice in Columbus and become a part of this city's community that learns together.

TWP has sponsored multiple trainings for the campus community in the AoH technologies, and more are planned for the near future. A core group of Ohio State staff and faculty are now trained and available to assist colleges and units across the university who wish to more effectively think together and create innovative ideas and solutions.

In addition to our leadership programs, we view bringing the Art of Hosting technologies to the university as one of our most significant accomplishments that potentially has long-lasting impact on the culture.

Stereotypes

Stereotypes are a critical factor in creating the climate in which we all work and study. One goal of TWP is to enhance understanding of the way in which male and female stereotypes diminish the ability of the university to provide an equitable environment for all people. TWP undertook the following in support of this goal:

- Development of stereotype component of Invisible Barriers for Women and Minority Faculty workshop offered annually as part of the Academic Leader Series. This series provides training for deans, associate deans, and department chairs.
- Featured a discussion of stereotypes in the 2007 Annual Status Report
- External speakers on stereotypes:
 - **Susan Faludi** on women stereotypes in general. Faludi is an American Pulitzer Prize-winning journalist and award winning author.
 - **Joan Williams** on workplace stereotypes. Williams is the University of California, Hastings Law School Distinguished Professor of Law and a prize-winning author and expert on work/family issues.
 - **Cecilia Conrad** on women of color. Conrad is a professor of economics at Pomona College.
 - **Debra Rolison** on women in sciences. Rolison, a chemist, is head of the Advanced Electrochemicals Section at the Naval Research Laboratory in Washington, D.C., and a leading figure in nanotechnology.
 - **Buck Buchanan** on men. Buchanan is a workshop leader and speaker on men's issues—the impact of male stereotypes on men's lives, men's impact on the world around them, and the challenge to redefine and live out a new masculinity.
 - **Virginia Valian** on women stereotypes in academia. Valian is a professor at Hunter College and the author of *Why So Slow?*—which examines the disparity in advancement for women compared to men in academia.
 - **Nancy Hopkins** on women in the sciences. Hopkins, a professor at MIT, is a leader in advancing women in the sciences in academia.
 - **Joyce Fletcher**, a professor at the Simmons Graduate School of Management. Fletcher examines relational practices as valuable contributions that women often make to the workplace but that go unrecognized.

All of these speakers met after their lectures with various groups while on campus—department chairs and deans, faculty, staff, and students.

Child Care

Substantial research exists to show that lack of quality and affordable child care is one of the major impediments to women's full participation in society. While the university has an excellent child care center, for over a decade the waiting list has contained approximately 1,000 names. PCW and TWP created several task forces and work groups to evaluate enhancing the university's child care services. In July 2009, President Gee presented to the Board of Trustees his Staff Talent Plan, one component of which focuses on enhancing dependent care and child care. This is the first serious look the university has taken on child care since the establishment of the child care center in the early 1970s. This plan will be implemented during the 2010-2015 time frame.

Policy Changes

TWP and PCW are committed to identifying the institutional policies and practices that most impact women and then to developing mechanisms to improve these. During this decade, TWP and PCW spearheaded two significant policy changes.

Consensual Sexual Relations Policy

This change clarifying and strengthening the university policy governing consensual sexual relations between faculty and students illustrates the wisdom of creating The Women's Place as a focal point that can advance issues that otherwise almost certainly would not have been advanced.

A graduate student sought counseling from TWP because her department was in chaos as a result of another graduate student having an affair with a faculty member in the department. In contacting other offices to find assistance for the graduate student, the TWP director discovered from all of these offices that such relationships between graduate students and faculty are not uncommon and frequently create extremely negative cultures in the department for both the student involved in the relationship and for the rest of the department. It also was clear that none of these offices felt empowered to address this issue institutionally.

The Women's Place called together representatives from each of these offices plus the Office of Human Resources to analyze whether a change was needed in the policy governing such relationships. The work group then recommended to the President's Council on Women that it recommend to the president and provost the creation of a university-wide task force to examine whether a change was needed in the policy. This task force recommended a change and that change was vetted throughout the university for almost one entire academic year. The result was a change in the policy as well as significant university education about the negative consequences for students of such relationships. Without The Women's Place, this issue would not have been addressed.

Policy Changes on Flexible Tenure Rules

A similar process to that described for the Consensual Sexual Relations policy change was used to advance the policy changes that led to adding a third year for the extension of the tenure clock as well as clarifying the extension to the tenure clock for part-time faculty service. The Women's Place provided a report to the President's Council on Women that recommended the council establish a work group to analyze possible policy changes in this area. The council established the work group, chaired by then council member and then dean of the College of Biological Sciences, Joan Herbers. The Women's Place supported the work of the task force and participated in the vetting process that led to the policy change. The task force worked closely with the Council of Deans and the provost's office throughout this process.

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voices are welcom
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supportive environ*

*Dawn Tyler-Lee, Assistant Vice
Government-Community H*

Connecting Women Across the University

One of PCW/TWP's missions is to connect women across the university. We help create connections through our annual reception and through various speakers we sponsor. We also accomplish this, in part, by providing administrative and/or support for affinity groups that address specific needs of women:

- The Association of Staff and Faculty Women, a volunteer organization at the university, supports the professional development of all staff and faculty. TWP provides financial support for its workshops and serves in an advisory capacity.
- The Working Mothers Support group developed shortly after TWP was created. The goal of the group is to provide support activities, workshops, and discussions for working mothers. TWP provides financial support for the group's activities. The group now is located in the Office of Human Resources.
 - The Black Women Faculty and Professional Staff Association, an informal network, is supported jointly by TWP and the Office of Minority Affairs. The group meets once or twice per quarter and provides a support network for Black women.

In addition to supporting affinity groups, TWP also assists individuals who want to volunteer to develop projects that support women at the university. TWP has assisted individuals with the development of women's wisdom circles in which over 200 women participated, a mentoring network for women staff, and a workshop series for women interested in moving from classified civil service positions into administrative and professional positions.

The Future: The Women's Place Strategic Plan, 2009-2014

One of the PCW's charges has been to create the strategic direction for The Women's Place. The original strategic plan for 2001-2003 focused on establishing The Women's Place as a source of information and connection for women as well as identifying and improving institutional policies and practices that most impact women. The second plan for 2003-2008 continued these activities and added leadership development, education about stereotypes, identification of barriers to

women's advancement and development of strategies to overcome these barriers, and enhancing TWP's capacity to provide consultation and strategies to units on campus that seek to create constructive change.

During the 2008-09 academic year, a subcommittee of the PCW developed TWP's third strategic plan. The subcommittee engaged in data analysis and survey analysis and held a series of World Café discussions.

The data analysis involved interviewing nationally recognized leaders in the field of gender equity at universities and conducting research on the activities and strategies pursued by both private employers and other university women's centers with missions similar to The Women's Place. The subcommittee reviewed the responses to Ohio State's 2008 faculty and staff surveys for statistically significant differences based on gender and held a series of World Café discussions, including one at the Newark campus, to provide a venue for the university community to provide their wisdom on the future direction of The Women's Place.

The subcommittee's recommendation was presented to and approved by the President's Council on Women on May 7, 2009. The Vision, Mission, Strategic Goals, and Guiding Principles for The Women's Place can be found on the last page of this document.

The current strategic plan continues to recognize, as Provost Ray did when he created TWP, that TWP working with PCW has a critical role to play in ensuring that The Ohio State University continues to move forward effectively on issues of concern to women.

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The Women's Place

Strategic Goals

- Provide high-quality consultation and innovative strategies for individuals and university units seeking to make constructive change.
- Expand development opportunities for women in, and aspiring to be in, leadership roles.
- Create and strengthen connections for, and between, women.
- Implement systematic and ongoing data collection to inform efforts related to the progress of women.
- Identify barriers to recruitment, retention, and advancement of women and actively lead change efforts.
- Support and encourage university efforts to provide meaningful career and professional development opportunities for women.
- TWP recognizes that men as well as women need to be freed from the constraints of stereotypes.
- TWP emphasizes the necessity to create constructive, system-wide change, not just to enable individual women to cope with issues that they currently face.
- TWP works in partnership with units across the campus. It does not solve problems for units, but rather works with them to identify and remove barriers to the recruitment, retention, and advancement of women.
- TWP uses current research and data to identify issues and recommend intervention when needed.
- TWP uses collaborative approaches to decision making that serve as a model to other units on campus; these approaches emphasize open, democratic, and respectful ways of working together that foster true dialogue and mutual understanding.

Guiding Principles

- TWP is committed to an equitable environment for all people.
- TWP recognizes that gender powerfully affects experience and opportunity.
- TWP recognizes that sexism intersects with and is amplified by other oppressions.
- TWP is a safe haven for individuals and units to seek resources for identifying problems and finding constructive solutions.
- TWP is focused on the future, as informed by the past.

Vision

The Women's Place (TWP) embraces a vision of the university that supports all women to thrive, advance, and make their full contributions within an environment characterized by equity, freedom, and dignity for all people.

Mission

The Women's Place serves as a catalyst for institutional change to expand opportunities for women's growth, leadership, and power in an inclusive, supportive, and safe university environment.



womensplace.osu.edu

womensplace@osu.edu

(614) 292-3960